

**ISGM**

**INSTITUTIONAL STRENGTHENING AND  
GRANT MANAGEMENT PROGRAM**



**A PROGRAM OF THE  
USAID/REDSO/ESA  
HORN OF AFRICA SUPPORT PROJECT  
(HASP)**

**QUARTERLY PERFORMANCE REPORT  
January 1, 2001- March 31, 2001**



**Pact, Inc.  
Contract # 623-C-00-98-00026-00  
April, 2001**

## SECTION I. CONTRACTOR'S REPORT

### 1). Background

On September 20<sup>th</sup>, 1995, the United States Agency for International Development Regional Economic Development Services Office for East and Southern Africa (USAID/REDSO/ESA) and the Intergovernmental Authority on Development (IGAD) signed a Project Grant Agreement (amended 11 September 1997) to collaborate on implementation of the Horn of Africa Support Project (HASP) designed to promote the participation of African partners in activities that support the US Presidential Greater Horn of Africa Initiative (GHAI), comprising five principles:

African ownership	Regional perspectives	Promoting stability
Strategic coordination	Linking relief & development	

On September 2<sup>nd</sup>, 1998, USAID signed a \$10 million contract with Pact, Inc., a US-based Private Voluntary Organization (PVO) for services in managing the Institutional Strengthening and Grant Management Program (ISGM) of HASP. The contract covered work in ten countries comprising the Greater Horn of Africa (as defined by USAID): Rwanda, Burundi, Tanzania, Kenya, Uganda, Sudan, Somalia, Ethiopia, Eritrea, and Djibouti. Total grant funds available approximate \$4.5 million.

### 2). Expected Results of ISGM

(i) Institutional strengthening of regional African organizations/consortia/associations involved in food security and/or conflict prevention, mitigation, and response activities (CPMR) in the GHA region;

(ii) Promotion of innovation in the region through support of relevant and innovative regional activities in food security and CPMR; and,

(iii) Increased strategic coordination through the strengthening or creation of structured sub-sector and sector networks and partnerships.

### KEY RESULTS THIS QUARTER

- **4 grants awarded totaling \$1,000,000.00 (USD).**
- **22 grantees participate in a Strategic Communications Workshop conducted by ISGM.**
- **6 grantees develop 5 year Strategic Plans for their organizations.**
- **Institutional Strengthening Agreements (identifying training and support services required) completed for (another) 4 organizations.**
- **USAID consultants conduct mid-term evaluation of ISGM.**
- **ISGM team develops annual work-plan for 2001.**

### 3). Comparison of Planned to Actual Events: January – March 2001

ISGM BENCHMARK ACTIVITIES				
Grant Management Unit (GMU)				
Focus	Activity Area	Planned this quarter	Actual this quarter	Notes
Grant Solicitation to Award	1) Request for Application (RFA) solicitation, advertising, & promotion	Finalize 3 <sup>rd</sup> RFA draft Advertise 3 <sup>rd</sup> RFA Promotional Visits	Drafted 3 <sup>rd</sup> RFA	USAID determination to hold solicitation until after ISGM mid-term evaluation.
	2) Process applications and perform initial screening and in-depth stage one reviews.	NA this Quarter	NA	
	3) Support Advisory Council selection and notify unsuccessful applicants.	NA this Quarter	NA	
	4) Conduct pre-award visits and MCAT.	NA this Quarter	NA	
	5) Conduct negotiations and conclude grant agreements.	Complete award of Round 2 grants.	Grants signed for KRA, APFO, REFSO, LEAT.	Grants for CLIP, RECONCILE, PELUM pending per resolution of negotiation issues and funding availability.
Post Award Administration	1) Provide funding and support in line with negotiated agreement.	Funding provided.	Funding provided as normal.	WASDA rcvd 6 week freeze on ISGM activity, to focus on emergency drought relief efforts.
	2) Monitor grants & provide financial strengthening services.	Financial oversight/ mentoring.	Financial oversight/ mentoring undertaken, of note: 3 visits to FAN to support updating of financial systems. 4 visits to BYDA to support financial personnel recruitment. 1 mentoring visit to RWN on admin. a USAID grant. 1 monitoring visit to AAYMCA for financial review.	
	3) Conduct close-outs.	Grant Close-out of CECORE.	CECORE closed-out 1/31/01	
Other Support Services	1) Development of a professional network of "Financial and Administrative Mentors" among regional actors.	NA this Quarter	NA	
	2) Support to Centers of Excellence, Umbrella Organizations, & Networks for improved regional training	NA this Quarter	NA	
	3) Other services.	NA this Quarter	NA	
ISGM Finance & Admin Duties	1) Administrate ISGM as per normal procedures.	Administrate ISGM as per normal procedures	ISGM administrated as normal, of note:	N. Munene hired as Accountant / Grants Field Rep. (probation period completed). D. Maingi employed as Graphics/Web Designer.
Institutional Strengthening Unit (IS)				
The Assessment Process	1) Develop assessment tools and cadre of skilled assessors and evaluators in the region.	NA this quarter	NA	
	2) Conduct individualized capacity assessments with regional NGOs.	NA this quarter	NA	
Information Exchange & Networking	1) Promote information exchange, networks and alliances.	Publish newsletter Support CPMR Network.	ISGM Newsletter published on web & in hard copy. Sent letters to potential CPMR network hosts.	
	2) Develop materials and strengthen regional centers of excellence for the provision of IS services.	Support Centers of Excellence	Arranged for NPI to receive networking support from SCS unit.	

## ISGM BENCHMARK ACTIVITIES – Page 2

<b>Institutional Strengthening Unit (IS) Continued</b>				
<b>Focus</b>	<b>Activity Area</b>	<b>Planned this quarter</b>	<b>Actual this quarter</b>	<b>Notes</b>
<b>Provision of Institutional Strengthening Services</b>	1) Develop, implement, monitor and evaluate a detailed institutional strengthening plan with clearly defined exit strategies for any provided support.	IS mentoring of target organizations Complete IS agreements for round 2 grants.	IS mentoring of target organizations undertaken, of note: IS agreements for REFSO, APFO, LEAT and KRA signed. WASDA Strategic Plan finalized. Mentoring visits were made to CIFA, VETWORKS, FAN, PERIMART, WASDA. LEAT to support Strategic Plan development.	PELUM and CLIP IS agreements are being held up by the lack of MOUs with their host organizations once these MOUs are secured the IS agreements will be finalized.
	2) Ensure exit strategies for IS support and sustainability of organizations.	NA this quarter	NA	
	3) Sponsor IS workshops and training.	NA this quarter	NA	
<b>Strategic Communication Services Unit (SCS)</b>				
<b>Design &amp; Maintain ISGM Web-pages and Databases for the Region</b>	1) Design and maintain Web-pages.	ISGM Web-page maintenance Creation of Food Security Web-page. Creation of CPMR web-page	ISGM web-page updated and maintained. Food Security web-page created. CPMR web-page created.	
	2) Design and maintain databases.	Maintenance of MERIT 2000+ database. Maintenance of GHA organizational database	MERIT 2000+ updated & maintained. GHA organizational database updated & maintained.	
<b>Support GHA Organizations in Strategic Communication efforts</b>	1) Conduct SCS assessments & support the development of Communications Strategies for grantees and other regional organizations.	Conduct 2 assessments	Assessment of Nairobi Peace Institute (NPI) conducted Assessment of WASDA conducted.	
	2) Facilitate information sharing and networking strategies and skills among regional organizations.	Conduct Strategic Communications Workshop for grantees.	Strategic Communications Workshop for grantees held March 20-21 <sup>st</sup> . 22 people attended.	
<b>Distribute Info Related to Food Security and CPMR</b>	1) Design and publish ISGM newsletter.	Design and publish ISGM newsletter.	Newsletter published	
	2) Design and maintain Email notification systems.	NA this quarter	NA	
<b>Strengthen Centers of Excellence for SC Services</b>	1) Develop materials and strengthen regional centers of excellence for the provision of IS services.	Strengthen regional centers of excellence.	Partnered with ACCE to conduct workshop. Supported network and email system creation for NPI.	
<b>Monitoring, Evaluation &amp; Reporting Unit (ME&amp;R)</b>				
<b>Support Regional Organizations Efforts in ME&amp;R.</b>	1) Support grantees (and targeted others) in efforts to develop monitoring, evaluation and reporting skills.	Work with grantees to develop ME&R plans.	WASDA, FAN, CIFA submit draft plans, staff and local STTA support efforts.	
<b>Strengthen Centers of Excellence for ME&amp;R services.</b>	1) Develop materials and strengthen regional centers of excellence for ME&R services.	NA this quarter	NA	
<b>Monitor, Evaluate and Report on the ISGM program.</b>	1) Monitor ISGM daily progress and produce quarterly reports.	Submit Quarterly Report.	Report submitted January 10, 2001.	
	2) Evaluate ISGM performance and produce annual result's report.	Work with USAID Consultants on mid-term evaluation.	Supported USAID consultant team with ME&R data for mid-term evaluation.	

### **3a). Discussion**

#### **RFA #3 Upheld by USAID**

During the quarter USAID decided to hold the third ISGM solicitation until after the mid-term evaluation. ISGM had already drafted the RFA and was preparing for distribution at the time of this decision. ISGM is prepared to continue with the solicitation on USAID approval.

#### **Three Grants Pending**

Grants for CLIP, RECONCILE, PELUM are still pending per resolution of negotiation issues and funding availability. RECONCILE needs to complete their official registration as an NGO, and CLIP and PELUM must finalize outstanding personnel, financial and policy issues with their host organizations.

#### **Strategic Communications Workshop Conducted**

On March 20<sup>th</sup> and 21<sup>st</sup> the ISGM Strategic Communications Unit hosted a technical skill development workshop for grantees. 22 people attended. Capacity strengthening exercises focused on how to develop a strategic communication system, how to conduct media relations, and networking and email basics. The workshop was co-facilitated by the African Council for Communication and Education (an ISGM selected *Center of Excellence*).

#### **Mid Term Evaluation Conducted by USAID Consultant Team**

A three person USAID selected consultant team began work on the ISGM mid-term evaluation. During March they met with PACT Washington staff, visited past and present grantees, met with USAID and ISGM staff, and have plans to meet with the ISGM Advisory Council. They have also been extensively reviewing program documentation and files. The Evaluation Team is scheduled to have a draft report in early April.

#### **ISGM Annual Workplan for 2001 developed.**

ISGM staff developed the 2001 workplan highlighting lessons learned in 2000, challenges encountered and solutions forwarded, and presenting benchmark activities and timelines for ISGM operations in the upcoming year.

#### **Preparation for Pastoralist Networking Meeting**

ISGM in partnership with OAU/IBAR will be conducting a networking meeting in early April for NGOs and specialists working in the field of pastoralism and animal health. Significant planning and preparation has taken place for the upcoming meeting which will take place April 2-4 in Shaba, Kenya.

#### **Misc. Activities Not Otherwise Mentioned.**

##### *FAME Consultants Promoted*

ISGM commends two of our FAME consultants who recently accepted new positions of authority:

Mr. Stanley Ngaine was appointed the Director of Fiscal and Monetary Affairs, a key position in government under the Ministry of Finance.

Mr. John Kashangaki is now the Managing Director of K-REP (Kenya Rural Enterprise Program) Advisory Services, an organization that has implemented for and partnered with USAID in development related projects.

### **3b) Personnel and Technical Assistance**

#### *ISGM Personnel*

Ms. N. Munene completed her 3 month probation and was officially hired as Accountant / Grants Field Rep.

Mr. D. Maingi has begun a 3 month probationary period for employment as a Graphics Designer / Strategic Communications Assistant.

#### *Consultant Support this Quarter*

Three local STTA were employed during this quarter.

Dr. Allan O'doul provided capacity building support to grantees developing monitoring, evaluation and reporting plans;

Dr Brian Heath supported ISGM efforts in the creation of a pastoralist network and workshop;

Dr. A. Omin, provided capacity building support to grantees developing Strategic Plans.

*No expatriate STTA were utilized this quarter.*

### 3c) Issues requiring immediate support/ attention by USAID

- a) Pact/MWENGO is awaiting further instructions/a determination on how REDSO would like to progress forward on the "Special Study."
- b) Pact/MWENGO is awaiting REDSO comments/authorization on the contract modification/budget realignment request.
- c) The VAT issue remains unsolved and continues to impact negatively on program implementation. While Pact has finalized all major procurement under the program, this is still a current issue for the on-going procurement of goods and services, the shipment of project-related documents, and the status of its expatriate personnel

### (4) Update on Grantee Activity

Update on First Round Grantees		
Grantee	Notable Activities Undertaken in the Quarter	Upcoming Activities
<b>Africa Alliance of YMCAs (AAYMCAs)</b>	<p>AAYMCAs, their partners, and Wonder Phiri of MWENGO jointly conducted a mid-term assessment of grant activities. Final reports on this assessment were submitted in January 2001. In addition to standard audit requirement for foreign recipients of USAID funding, the audit also covered a review of AAYMCAs provisional indirect cost rate. The draft was forwarded to USAID on January 3, 2001.</p> <p>Rwanda: Launched a communications bureau. Ethiopia: Published new draft constitution and personnel policy. Tanzania: Conducted a business management course for community beneficiaries. Installed email services.</p> <p>AAYMCA: USAID Evaluation Team conducted site visit.</p>	<p>May- June: Internal review of accounts of National movements.</p> <p>June: AAYMCA Advisory Committee meeting to be held in Ethiopia</p> <p>June 17: Development of ME&amp;R plan for ISGM grant to be drafted.</p>
<b>Center for Conflict Resolution (CECORE)</b>	<p>CECORE closed-out their ISGM grant on January 31, 2001. One deliverable is pending (video tape is in final production).</p> <p>USAID Evaluation Team conducted site visit.</p>	NA
<b>FIDA</b>	<p>Grant is closed-out</p> <p>USAID Evaluation Consultant Team conducted site visit.</p>	NA
<b>Forest Action Network (FAN)</b>	<p>FAN and Pact/MWENGO jointly conducted a mid-term assessment of grant activities. Final reports on this assessment were submitted in February 2001.</p> <p>Working on FAN Strategic Plan.</p> <p>Conducted community stakeholder/trainer exchange visits to natural resource based conflict areas.</p> <p>USAID Evaluation Team conducted site visit</p>	<p>April-June:</p> <p>FTTP newsletter &amp; bulletin production.</p> <p>Conduct exchange visits.</p> <p>Attend networking workshop.</p> <p>Hold info sharing workshop on successful CBNRM policies.</p> <p>Community awareness creation in MERU.</p> <p>Develop ME&amp;R Plan.</p> <p>Finalize Strategic Plan.</p>
<b>NAWOU</b>	<p>Grant is closed-out</p> <p>USAID Evaluation Team conducted site visit.</p>	NA
<b>Vetwork Services Trust-Sudan</b>	<p>Attend Environmental Assessment Training</p> <p>Working on Strategic Plan.</p> <p>Working on livestock legal and policy framework formulation (with FAO &amp; World Veterinary Association).</p> <p>USAID Evaluation Team conducted site visit.</p>	<p>Finalize ME&amp;R Plan.</p> <p>Attend Networking Meeting.</p> <p>Continue policy formulation efforts.</p>

## Update on Second Round Grantees

Grantee	Notable Activities Undertaken in the Quarter	Upcoming Activities
<b>African Peace Forum (APFO)</b>	<p>Signed 2-year grant for \$250,000 on March 1, 2001.</p> <p>The grant is to focus on work to establish a permanent and internally recognized conflict-warning network across the entire Great Lakes and Horn of Africa Region.</p>	<p>April, May June: Collect and analyze info on conflict situation in the region.</p> <p>April: IRG/BICC Conference.</p> <p>April: NCCK training workshop.</p> <p>May: Initial publications due on regional CPMR.</p> <p>May 21-24: Strategic plan development/ training.</p> <p>June: Roundtable discussions on CPMR in Brussels.</p>
<b>Bahr El Ghazal (BYDA)</b>	<p>Trained a Peace Building Team on peace and development education for social transportation.</p> <p>Attended capacity building training for civil society organizations operating in S. Sudan, to improve the capacity in fundraising and resource mobilization.</p> <p>Organizational policies on human resources and fundraising developed, and approved by Board.</p>	
<b>Community Initiative Facilitation Assistance (CIFA)</b>	<p>Working on CIFA Strategic Plan.</p> <p>Conducted livestock marketing workshop (Moyale).</p> <p>Trained EMCs &amp; Community-based animal health workers (CBAHWs)</p> <p>Trained water committees &amp; helped them undertake constitutional reviews.</p> <p>Collected, and analyzed initial baseline data on livestock marketing.</p>	<p>April:</p> <p>Training of CBAHWs, EMCs &amp; Water Committees.</p> <p>Implementation of small scale water development (desilting of pumps &amp; protection of wells in Moyale)</p>
<b>Kenya Rainwater Association (KRA)</b>	<p>Began operationalizing Greater Horn of Africa Rainwater Partnership (GHARP)</p> <p>Kenya Branch Development,</p> <p>Strategic Planning Development,</p> <p>Began setting up management systems</p>	
<b>Lawyer's Environmental Action Team (LEAT)</b>	<p>Signed 2-year grant for \$250,000 on March 1, 2001.</p> <p>The grant is for institutional strengthening and analysis of legal structures in the management of transnational natural resources, and development and advocacy of protocols and legislation aimed at harmonizing these policies.</p>	<p>Develop Strategic Plan</p> <p>Develop ME&amp;R Plan</p>
<b>Perimart International (PERIMART)</b>	<p>Boards and Staff training on NGO Management, Participatory Decision-making, Community Mobilization, Organizational sustainability.</p>	
<b>Rwanda Women's Network (RWN)</b>	<p>Completed ISGM organizational capacity assessment.</p> <p>Working on Strategic Plan.</p> <p>Increased capacity in accounting and financial systems.</p>	<p>Finalize Strategic Plan</p> <p>Develop ME&amp;R Plan.</p>
<b>Wajir South Development Association (WASDA)</b>	<p>Drafted ME&amp;R Plan.</p> <p>Drafted Strategic Plan</p> <p>(ISGM field activities were for 6 weeks so WASDA could focus on emergency relief efforts in their region – these efforts were funded through other donors).</p>	<p>Finalize ME&amp;R plan.</p> <p>Begin field activities.</p>

## 5) Update on Non-Grant Assistance

<b>Update on Non-Grant Assistance – Notable Activities</b>	
ACCE	CO-facilitated Strategic Communications workshop for grantees.
NPI	ISGM SCS Unit conducted assessment of network and email systems, provided technical support.
NSCC	ISGM supported NSCC in their efforts to prepare a presentation to the State Dept. in March. ISGM attended 3/27 meeting on the displaced persons report.

## 6) Upcoming Events – ISGM Led Activities

### 2001 Schedule- ISGM Sponsored Workshops/ Conferences/ Training

<b>Workshops/ Conferences/ Training</b>	<b>Proposed Date</b>	<b>Location</b>	<b>Invitees</b>
<b>1. Strategic Communications workshop for FS organizations</b>	March 20-21	Nairobi, Kenya	All Food Security Grantees
<b>2. Pastoralist networking workshop</b>	April 2-4	Shaba, Kenya	All Food Security Grantees
<b>3. Regional Women's Peace Network Meeting In Eritrea</b>	April 23-27 (very tentative)	Eritrea	TBD
<b>4. Initial Environmental Evaluation Training</b>	May 9-11 (date will probably be moved)	TBD	All current future and past grantees invited.
<b>5. Monitoring, Evaluation &amp; Reporting Workshop (ISGM core course)</b>	May 15-17	Pact HQ, Nairobi	Required for AAYMCA, KRA, REFSO Recommended for RECONCILE, PELUM, CLIP Others on request
<b>6. Managing Grants &amp; Contracts (ISGM core course)</b>	June 12-15	Nairobi	Required for REFSO, BYDA, RWN, Vetworks, WASDA, Perimart, AAYMCA Recommended for PELUM Others on request
<b>7. Resource Mobilization Training</b>	June 25-29	Ethiopia	All present, future, and past grantees
<b>8. Strategic Communications Workshop</b>	July 10-12		Everyone who did not attend March Workshop. Future and past grantees welcome
<b>9. NGO Ideology Workshop</b>	July 25-28		All current, future and past grantees invited
<b>10. Financial / Accounting Software Training QB3</b>	August 6-8		LEAT, PELUM, REFSO, VETWORK, ACC, APFO, KRA, WASDA. Others on request
<b>11. Food Security Conference</b>	August 28-31		All present, future, and past FOOD SECURITY grantees. Others on request
<b>12. Environmental Law Networking Mtg.</b>	September 3-7 (tentative)		All present, future, and past NRM related grantees. Others on request
<b>13. Participatory Planning &amp; Management Training</b>	September 17-21		All current, future and past grantees invited
<b>14. Mgmt Control for Non-Financial Managers</b>	October 1-3		All current, future and past grantees invited
<b>15. Food Security Skills Training</b>	October 15-19		All present, future, and past FOOD SECURITY grantees. Others on request
<b>16. Electronic Networking</b>	November 6-8		All current, future and past grantees invited
<b>17. Strategic Planning Training (ISGM core course)</b>	November 19-23		New (Round 3) grantees and others on invitation).
<b>18. CPMR Skills Training</b>	December 3-7		All present, future, and past CPMR grantees. Others on request



## 7) Regional Travel

The ISGM program plans the following travel for the upcoming quarter:

Travel Purpose	By Whom	Where	Tentative Dates
ISGM Networking Meeting	Bill, Brian, Titus, Douglas, and others	Shaba, Kenya	April 1-4
REFSO Strategic Planning	Florence & Douglas	Busia, Kenya	April 8-13
LEAT's Strategic Planning	Florence & Douglas	Bagamoyo, Tanzania	April 23-26
WIOMSA MCAT	Jack & other ISGM staff members	Zanzibar	April 23-27
Meeting with religious organizations peace units on possibility of revitalizing / strengthening grassroots peace networks.	Florence & Douglas	Dar es Salaam Tanzania	April 27
APFO- Strategic Planning	Douglas	Lake Bogorai, Kenya	May 20-25
NSCC-assessment of camp logistics	Jack & other ISGM staff members	Lokichoggio	May 29-31
Peace networks field visits with NCKK and the Catholic Peace and Justice Commission	Florence & Douglas	Eldoret	June 13-15
WASDA first general review	Jack & other ISGM staff members	Wajir	June
CIFA Communications Assessment	Titus	Marasabit	June 19
ISGM Resource Mobilization Training	Florence & Douglas	Samburu Kenya	June 24-30

## 8. Performance Update

Performance is deemed to be on track with contract.

## 9. Statement of Work - Administrative Information:

Contract Data: Total estimated cost \$10,000,000.00.

- Expenditures (last three months): \$ 531,897
- Cumulative expenditures to date: \$ 3,678,087
- Remaining unexpended balance: \$ 5,790,016